Concordia University
Faculty of Commerce and Administration
Faculty Council
Friday, February 13, 1998

M i n u t e s

Present: M. Anvari (Chair)
D. Acland (Acco.), A. Ahmad (Fina.), K. Argheyd (Mana.), T. Badawi (CASA), C. Bayne (DS&MIS), S. Betton (Finance), M. Boudreau (CASA),, A. Brodt (Fina.), J. Craighead (Acco.), Z. Gidengil (Mktg.), J. Hall (Mana.), S. Hoffman (Lib.), A. B. Ibrahim (Assoc. Dean), J. E. Jans (SGS), G. Kanaan (Acco.), T. Lituchy (Mana.), R. A. Long (Acco.), G. Lowenfeld (EDP), C. Malatesta (CASA), D. Morin (Assoc. Dean), D. Nizzola (CASA), D. Otchere (Econ.), A. Satir (DS&MIS), M. Sharma (DS&MIS), A. Teffeteller (CMLL), M. Thakor (Mktg.), T. J. Tomberlin (Assoc. Dean), M.-F. Turcotte (Mana.), H. Warsame (Acco.)

Absent with Regret: L. Healey, L. McGown, G. Martin

I **Call to Order**
The meeting was called to order at 09:40

II **Closed Meeting**

III **Open Meeting**

IV **Approval of Agenda - CAFC-98-01A**
IT WAS MOVED BY J. HALL AND SECONDED BY M. SHARMA THAT THE AGENDA, CAFC-98-01A, BE APPROVED WITH THE ADDITION OF ITEM XV, 3. PROPOSED CHARTER OF STUDENT RIGHTS (CAFC-98-01A-05) AND THE REVISION OF THE TITLE OF ITEM XV, 2. TO READ: CLARIFICATION OF PREVIOUSLY REPORTED FINANCIAL RESULTS OF THE DIPLOMA IN ACCOUNTANCY SUMMER SCHOOL THE MOTION WAS CARRIED.

V **Approval of the Minutes - CAFC-97-08M**
IT WAS MOVED BY M. SHARMA AND SECONDED BY J. HALL THAT THE MINUTES, CAFC-97-08M, BE APPROVED AS PRESENTED. THE MOTION WAS CARRIED.

VI **Chair's Remarks and Question Period (15 minutes maximum)**
The Chair welcomed A. Satir, Acting Chair, Department of Decision Sciences and MIS. He reported that the Faculty's application to establish a Beta Gamma Sigma Chapter has been accepted and L. Katsanis, Department of Marketing has agreed to act as Faculty Advisor for the chapter. The next step will be the organization of the induction ceremony.

The participants of the International MBA Case Competition, the Commerce Games and the Undergraduate Business Games were congratulated for the great success of their events despite the numerous obstacles presented by the ice storm.

The Chair announced that the launch of the Graduate Certificate in Management Accounting took place on Saturday, January 24, 1998. A signing ceremony between l'Ordre des comptables

en management accrédités du Québec (CMA) and the Faculty will take place on February 25, 1998. He reported that as part of the Capital Campaign effort a Commerce alumni gathering hosted by the Royal Bank in Toronto on January 30 attracted approximately two hundred graduates. He commented that many Commerce graduates hold influential positions in Toronto. As an example, he noted that three of the nine Vice-Presidents of the Royal Bank in Toronto are Commerce alumni.

The Chair reported that the University is preparing a master space plan. The proposal to renovate the Guy Metro building for the Faculty is on hold because the University has acquired the lot on the south-west corner of de Maisonneuve and Guy and there is a possibility that the York Theatre lot will also be purchased.

The Chair reported that $43M of the $55M Capital Campaign goal has been raised without having approached the alumni. He reported that the FC&A Student Placement Centre has been established on the tenth floor of the GM building. The appointment of the Director will be made soon.

In conclusion, the Chair announced that the deadline for nominations for the following awards is April 1, 1998: The Concordia Medal, The Malone Medal, The O'Brien Medal, The Stanley G. French Medal, The First Graduating Class Award. Nomination forms are available in the office of the Dean.

One Council member described an experience with two departments in the Faculty of Arts and Science which was not consistent with the tradition of goodwill and inter-Faculty cooperation. The Chair confirmed that the policy of the Faculty is to foster inter-Faculty cooperation commenting that he believed the incident to be a misunderstanding that could be resolved.

VII **Faculty Council Elections - CAFC-98-01A-01**

The following faculty members were elected by acclamation:

University Research Committee
Tak Mak, DS&MIS Department for a three year period beginning June 1, 1998 and terminating May 31, 2001

Undergraduate Scholarships and Awards Sub-committee
Maureen Sterling, Accountancy Department to replace J. Switzer for the balance of term beginning June 1, 1998 and terminating May 31, 1999.

Council of the School of Graduate Studies
Term: 3 years - June 1, 1998 - May 31, 2001
Hussein Warsame, Accountancy Department
Fasil Nebebe, DS&MIS Department
Terri Lituchy, Management Department

Faculty Elections Panel
two full-time faculty members for a two year term June 1, 1998 - May 31, 2000.
Mahesh Sharma, DS&MIS Department and Arshad Ahmad, Finance Department

Academic Hearing Board of Senate
Mahesh Sharma, DS&MIS Department for a one year term effective June 1, 1998 and

terminating May 31, 1999

Senate Appeals Committee on Academic Misconduct
Ahmet Satir, DS&MIS Department effective immediately and terminating May 31, 1999

Board of the School of Graduate Studies Curriculum Committee
Clarence Bayne, DS&MIS Department for a two year term June 1, 1998 - May 31, 2000

Commerce Undergraduate Student Request (& Appeals) Committee
Jay Mannadiar, Finance Department, Geraldine Korda, DS&MIS Department and Mahesh Sharma, DS&MIS Department for a one year term, June 1, 1998 - May 31, 1999

Commerce Standing Committee on Academic Re-evaluation
Eleanor Werbin, Accountancy Department, Boris Baran, DS&MIS Department, Jay Mannadiar, Finance Department, Barbara Shapiro, Management Department Christopher Ross, Marketing Department for a one-year period, June 1, 1998 - May 31, 1999

VIII **Business Arising from Previous Meeting** - There was no business arising from the last meeting.

IX **Report: Undergraduate Programs, Academic and Student Affairs**
D. Morin reported that the French and English CEGEP visits have been completed. The Open House for French CEGEP students and advisors was a great success with an attendance of sixty-two compared to ten in 1996 and thirty in 1997. She announced that there will be faculty representation at the application fair which will take place in the atrium of the library building to assist potential students complete the application by the March 1st deadline.

With regard to international recruitment, D. Morin reported that many requests for information have been received from faculty representation at the recruitment fair in Mexico. The faculty will also be represented at recruitment fairs in Prague and Dubai this year. In closing, D. Morin thanked everyone for their generosity with the Christmas Basket collection.

D. Morin agreed that the Faculty would try as much as possible to accommodate the needs of students who are not able to attend classes during the spring break which was cancelled due to the ice storm. She pointed out that one of the trade-offs with delaying examinations is that students will not have any feedback prior to the discontinue deadline.

X **Report: Graduate Programs, Research and Program Evaluation**
T. J. Tomberlin reported that the Faculty Research Committee's second grant competition has resulted in the awarding of approximately $30,000 to the Fall competitors and over $50,000 to the Winter competitors. A balance of $12,000 remains - another competition will be held in the Spring. He advised the $80,000 had accumulated due to the University allowing any surplus in the budget to be brought forward. He cautioned that in future available funding will be reduced because the carry over of budget surpluses is no longer permissable. Any surplus would now be remitted to the University operating budget.

With regard to curriculum revisions, T. J. Tomberlin reported that the MBA curriculum revision is in process. Dr. McGown will be meeting with department chairs within the next few weeks to discuss the proposed revisions. The goal is to provide a pathway for Diploma in Accountancy graduates to

enter the MBA program with a reduced credit requirement. It is expected that the completely revised program will be offered in September 1999. In response to a request for clarification about the status of a reduced credit MBA program for DIA/DSA graduates, as recommended by the DIA/DSA Appraisal Committee, T. J. Tomberlin cautioned against raising students' expectations for a curriculum change that has not yet been considered by the MBA curriculum committee.

With regard to the AMBA, he reported that proposals are being discussed with the Czech Management Centre in Prague and with Bombardier in Toronto. He reported that the business plan for the regional aviation training centre in Prague which was funded by a CIDA grant has been completed. CIDA's approval of the larger project is expected within the next month.

1. **Graduate Diploma in Pharmaceutical Management - CAFC-98-01A-02**
With regard to new program development, he reported that the Faculty Academic Programs Committee has approved the proposed Graduate Diploma in Pharmaceutical Marketing and Management.

IT WAS MOVED BY T. J. TOMBERLIN AND SECONDED BY Z. GIDENGIL THAT L. KATSANIS BE GRANTED SPEAKING PRIVILEGES. THE MOTION WAS CARRIED

L. Katsanis reported that negotiations between the Faculty and the Association of Pharmaceutical Manufacturers (APMR) has been going on for the past eighteen months. APMR is a non-profit organization chartered to train and accredit pharmaceutical sales representatives in Canada. Accreditation is an employment requirement for all pharmaceutical sales representatives. APMR offers one required accreditation and twelve elective courses. The average enrolment for the required accreditation course over the last ten years is 600 - 800 per annum. To enhance the professionalism of the industry, it is proposed that the Faculty provide the accreditation course and other managerial courses, by means of a multimedia model of distance learning, leading to a Graduate Diploma in Pharmaceutical Marketing and Management.

L. Katsanis pointed out that the Faculty would have the exclusivity to certify Pharmaceutical sales representatives in Canada as no such program now exists in North America. She identified the benefits of the proposal for the Faculty: the potential for pedagogical development, closer ties with an industry vital to the Montreal Economy, the potential for faculty members to develop research streams focusing on the pharmaceutical industry, and the potential for the Centre for Instructional Technology to develop services of benefit to the entire Faculty . She outlined the course requirements for the Attestation and for the Graduate Diploma, the admission requirements and the requirements for students to remain in good standing. Faculty would be trained in distance pedagogy by the CIT with selection on a competitive basis based on teaching evaluations, consulting experience and interest/background in the pharmaceutical industry at a rate of $9,000 per course. Part-time faculty would be hired to teach the two prerequisite courses at the same rate. An advisory board consisting of a physician/academic, a pharmacist/academic, an industry representative and a faculty member would provide direction. The program would be implemented over a three year period with the full course complement to be offered in the third year. The tuition fee will be $1,200 per course. Projected revenues in year one: $720,000; in year four: $1,350,000.

L. Katsanis explained that the courses have already been developed by the APMR in both English and French - 30% of the sales representatives are French speaking. The program

director expenses have been fully accounted for. The program will be self-financing and it is expected that revenue from the program will finance research opportunities for the faculty. With regard to market potential, an APMR study conducted in December 1997 revealed that 75% of representatives and 61% of CEOs are interested in the program, 74% of CEOs are willing to provide tuition support and 65% of CEOs think that individuals with the diploma will be more employable. Discussions are underway to promote the program in United States.

With regard to questions of academic credibility, L. Katsanis stated that students will be required to maintain the standards set by the School of Graduate Studies and the curriculum will be monitored by both the Advisory Board and the School of Graduate Studies. With regard to CIT resources, she advised that a staff of independent individuals, not part of the current complement of CIT, will be hired to take responsibility for the program. In the event of technological difficulties, the program can be offered in a written format.

It was asked why the program is not offered in the United States. L. Katsanis replied that sales representatives in the U.S. are trained in-house and are not accredited, however, U.S. Firms are now considering the Canadian model. In response to a question about the diploma being a possible feeder to the MBA program, T. J. Tomberlin replied that it could be considered for local students. In reply to a request for an educational profile of sales representatives, L. Katsanis reported that 99% of the new representatives have a Bachelors degree, 70% hold a B.Sc. and 30% hold commerce degrees. She noted that the APMR have already indicated that exemptions in the program would be extraordinary.

IT WAS MOVED BY J. HALL AND SECONDED BY C. BAYNE THAT D. DICK, DIRECTOR OF CIT, BE GRANTED SPEAKING PRIVILEGES. THE MOTION WAS CARRIED.

An explanation of the term multi-media was requested. L. Katsanis replied that a variety of methods of pedagogy will be used in the program, computer learning, video-conferencing, site visits and written documentation. D. Dicks stated a similar mix in formats is used for the delivery of the Queen's and Western distance EMBA programs which provides more variety and more control of the academic content. It was asked in what language the courses would be offered. L. Katsanis replied that the first two courses would be offered in both English and French. It was asked how long it would take to saturate the market with diploma graduates in the Canadian market. L. Katsanis estimated that it would take five or six years. It was noted that there is a turnover rate of approximately 40%- 50% in the industry.

One Council member posed the following questions: how does the diploma fit with the goal of the faculty to become one of the top three business schools in Canada? What are the opportunity costs given that 75% of the courses will be taught by the Faculty complement which would impact on the development of the current undergraduate and graduate programs? What are the academic benefits? Will a pharmaceutical research centre in and an endowed chair be established from the revenues of the diploma? L Katsanis responded that the unique distance education program would develop a body of alumni from coast to coast and put the Faculty at the forefront of educational technology demonstrating the Concordia is one of the top Business Schools In Canada. She agreed that the establishment of a research centre and an endowed chair should be considered in future plans for the revenue, an item which does not normally appear in a program proposal. She also agreed that the opportunity costs should also be considered.

It was suggested that further discussions about adopting distance education for the Faculty were needed. The synergy between the technological developments for delivery of the diploma and other Faculty projects, such as the distance AMBA proposals,was noted as well as the opportunity for inter-Faculty course development. It was agreed that appropriate qualifiers would be considered for inclusion in the proposal to ensure that it is clear to students entering the program for the attestation that the diploma would be offered only if warranted by the demand.

IT WAS MOVED BY C. BAYNE AND SECONDED BY H. WARSAME THAT G. LOWENFELD BE GRANTED SPEAKING PRIVILEGES. THE MOTION WAS GRANTED.

With reference to a recent merger of major pharmaceutical companies, the financial projections which were based on the CEOs support of the tuition fee payments on behalf of their employees, were questioned. L. Katsanis confirmed that CEOs of subsidiaries in Canada have budget control and most, if not all, firms offer tuition benefit programs. She stated that the projection is based on an analysis prepared by APMR and the need of the pharmaceutical companies to ensure professional training for their representatives.

With regard to concerns about the multi-media model, D. Dicks stated that since the competition is already heavily involved in this area, the development of distance education would give the Faculty a competitive edge. With respect to opportunity costs and benefits, he stated that since most faculty members have little time to integrate the new pedagogical technology into their courses, the added resources to CIT provided by the program would enable the Faculty to develop expertise in specific areas that will subsequently benefit other programs and projects. It was suggested that more time be taken to develop a quality model or prototype of the multi-media approach to be used.

It was pointed out that the Faculty has been given the opportunity to develop a quality technological delivery system for this defined product which will be readily taken up by any one of a number of other universities including HEC, Université de Montréal, the University of Manitoba, and the University of Winnipeg.

It was asked if the Faculty had the academic expertise to support the program. T. J. Tomberlin advised that since the courses would not be given until Fall 1999 there would be both time and the financial resources for faculty members to develop their expertise. It was suggested that the projected expenses include the hiring of qualified faculty members to ensure the quality of the programs now offered and that revenues resulting from the program be used to establish a pharmaceutical research centre and an endowed chair.

It was generally agreed that the proposal would be modified to address the major concerns discussed.

IT WAS MOVED BY T. J. TOMBERLIN AND SECONDED BY D. OTCHERE THAT FACULTY COUNCIL ENDORSE THE PROPOSAL FOR A GRADUATE DIPLOMA IN PHARMACEUTICAL MARKETING AND MANAGEMENT AS ARTICULATED IN DOCUMENT CAFC-98-01A-02.

It was suggested that D. Dicks in consultation with the Technology Task Force and the Advisory Board of the Diploma in Pharmaceutical Marketing and Management would bring the delivery model to Faculty Council for discussion. It was agreed that there would be a regular report to Council on the program developments. A discussion ensued about the revision of the page

listing projected expenses and revenues to include additional faculty and the commitment to establish a pharmaceutical research centre and an endowed chair or, alternatively, to include the revisions in the body of the proposal.

The mover and the seconder agreed that the motion be amended as follows.

...THAT FACULTY COUNCIL ENDORSE THE PROPOSAL FOR A GRADUATE DIPLOMA IN PHARMACEUTICAL MARKETING AND MANAGEMENT AS ARTICULATED IN DOCUMENT CAFC-98-01A-02 AMENDED TO INCLUDE THE FOLLOWING ISSUES: THE INCLUSION OF A QUALIFIER THAT THE DIPLOMA WOULD BE OFFERED DEPENDENT ON THE DEMAND, THE EXERCISE OF CAUTION IN THE DEVELOPMENT OF A DISTANCE EDUCATION MODEL, THE RECRUITMENT OF QUALIFIED FACULTY MEMBERS AND A COMMITMENT TO APPLY FUTURE REVENUES FROM THE PROGRAM TO THE ESTABLISHMENT OF A PHARMACEUTICAL RESEARCH CENTRE AND AN ENDOWED CHAIR.

THE MOTION WAS CARRIED AS AMENDED

XI **Report: External Affairs and Executive Programs**

There was no report.

XII **Report: Administrative Affairs and Human Resources**

B. Ibrahim reported that the Placement Centre is operational on the tenth floor of the GM building under the guidance of an Acting Director. It is expected that the Director will be appointed in March. He advised that the marker money and an additional sum of $4,000 has been allocated to each of the departments. It was agreed that an increase in the tutorial budget would be considered.

C. Bayne reported that the success of the pilot project with the Cree in management studies has resulted in an agreement with the Faculty to provide a second set of seminars: financial management and control was held in November 17 - 22 and conflict management was held January 20 - 24. A seminar in strategy is scheduled for February,entrepreneurship and resource allocation will take place in March and a project management seminar is scheduled for April. He highlighted the evaluations received from the participants noting that classroom facilities were a problem.

XIII **Reports from Faculty Representatives on University Committees**

1. **University Senate**

   A. Teffeteller reported that at the last meeting curriculum proposals were approved and the University budget was presented.

There were no reports from the following committees:

2. **Arts and Science Faculty Council**
3. **Senate Academic Planning and Priorities**
4. **Senate Academic Programs Committee**
5. **Senate Research Committee**

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6. **Senate Academic Services Committee**
7. **University Library Committee**
8. **Undergraduate Scholarships and Awards Sub-committee**

9. **Computer Resources Committee**
10. **Board of Governors**
11. **Council of Graduate Studies**

XIV **Reports from Student Associations**

1. **C.A.S.A. Report**

D. Nizolla reported that Concordia placed fourth in both the Commerce Games and the Undergraduate Business Games. The Commerce Games were held at HEC with thirteen universities from across Quebec. Concordia students won a Gold in Marketing, a Silver in Finance, a Bronze in Debate, a Silver in Go-Carting and a Bronze in Football . The Undergraduate Business Games were held at Concordia with seventeen universities from across Canada competing. He thanked all the professors for their support in coaching the academic teams. Recent activities include fund raising for the computer lab, the Concordia International Business Associate annual ski weekend, the Concordia Marketing Students Association's visit to the New York Yankees' Marketing Department, the preparation of AIESEC's 40th anniversary party and the election of new CASA executive.

2. **C.G.S.A. Report**

B. Hughes reported the success of the International MBA Case Competition with Concordia placing second out of thirty teams. He thanked faculty and staff for their participation and advised that updating of the computer lab was being considered.

XV **New Business**

1. **Executive Development Program Financial Report as at May 31, 1997 - CAFC-98-01A-03**

G. Lowenfeld reported that he fully expected EDP to show the profit indicated in the budget presented in May 1997 as demonstrated on page 2, CAFC-98-01A-3 in spite of the fact that this figure did not take into account the impact of the mail strike and the ice storm at a cost of $10-15,000. It was noted, as in the case of the Cree Management Program, that space is a major problem for the EDP having spent approximately $40,000 in rented facilities.

It was explained that the purpose of the interim reports requested from the directors of revenue generating programs is to provide Council with a report of the full fiscal year, June 1, 1996 - May 31, 1997. The intent is that all revenue generating programs will update the Council for this period of time during the 1997-98 academic year. In 1998-99, all program directors will be requested to present their annual reports in September 1998 providing financial details for the year June 1,1997 - May 31, 1998.

2. **Clarification of Previously Reported Financial Results of the C.A. Summer School - CAFC-98-01A-04**

The Chair explained that this item is a correction of the financial information given at the State of the Faculty Address and was for information purposes only.

3. **Proposed Student Charter of Rights - CAFC-98-01A-05**

During discussion of the document the following concerns and comments were noted: 1.4 - who defines "safe and healthy environment"? 2.6 - question course content control

being given to students 2.10 - not always feasible or desirable, 4.1 - controversial, 4.2 - in-class or out of class procedure, 4.3 - specify committees, in conflict with collective agreements. The following points were clarified: 2.10 is intended to give the student feedback prior to the discontinue date, 4.1 - the students expect to receive the evaluation information from the Learning Development Office, 4.2 - student evaluations are done by the CUSU during class time with the advance permission of the professor, 4.3 refers to all university committees where there is an existing seat for students. It was agreed that the proposal be modified taking into consideration the concerns expressed by Council members and submitted to the Faculty Council Steering Committee prior to March 6, 1998 for further discussion at the March 13 Faculty Council meeting.

XVI Other Business

IT WAS MOVED BY H. WARSAME AND SECONDED BY J. HALL THAT THE MEETING BE ADJOURNED. THE MOTION WAS CARRIED.

The next regular meeting of Faculty Council will take place on Friday, March 13, 1998 in room GM403-2 beginning at 09:30.